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## 2.10 Detailed Call Center Organization Work Instructions

### 2.10.1 Purpose

The purpose of the detailed work instructions is to provide call center staff with standardized instructions to achieve consistent performance of call center functions, and to identify key procedures used in monitoring case correctness as defined in the Master Services Agreement.

### 2.10.2 Scope

The detailed work instructions apply to the scope of responsibilities for the Tier 1 and Tier 2 call center staff in the Grant and Lake Service Centers. Detailed work instructions do not include policy direction. State policy is defined in the State Program Policy Manual for Cash Assistance, Food Stamps and Health Coverage and can be accessed at:

<http://www.in.gov/fssa/family/manual.html> <insert hyperlink>.

### 2.10.3 Call Center Process Flow

This flow provides a horizontal view of the overall process of workflow. It includes the incoming call via the IVR and the routing of the call to both Tier 1 and Tier 2 staff within the call center, and is a subset of the Service Center process flow. [Refer to Section 7.0, High Level Call Flow Diagram <insert hyperlink>](#)

### 2.10.4 Customer Service Skills

In addition to following Call Center scripts and instructions provided in this manual, Tier 1 Intake Consultants and Tier 2 Eligibility Specialists are instructed to demonstrate the following skills when interacting with callers.

Skill	Expectation
Be knowledgeable	<ul style="list-style-type: none"><li>• Use terminology that the caller is familiar with and clearly explain any terms the caller does not understand.</li><li>• Demonstrate understanding of processes for providing high quality customer service.</li><li>• Demonstrate understanding of the processes and procedures related to screening, applying for assistance, explaining notices, providing case status, rescheduling appointments, and other call reasons.</li></ul>
Be professional	<ul style="list-style-type: none"><li>• Remain polite and respectful throughout the call.</li><li>• Offer assistance to each caller.</li></ul>
Show empathy	<ul style="list-style-type: none"><li>• Communicate that the caller's situation is understood.</li><li>• Use sincere and supportive statements.</li><li>• Apologize for any inconvenience, as appropriate, and offer assistance in correcting issues and concerns.</li></ul>
Listen actively	<ul style="list-style-type: none"><li>• Listen to content of person's reason for calling.</li><li>• Ask questions to confirm understanding.</li></ul>

Skill	Expectation
Follow hold procedures	<ul style="list-style-type: none"> <li>• To place a caller on hold: <ul style="list-style-type: none"> <li>○ Ask permission from the caller.</li> <li>○ Provide the caller with an appropriate reason.</li> <li>○ Wait for a positive response.</li> <li>○ Upon return, thank the caller for holding.</li> </ul> </li> <li>• Check back with the caller to provide an update on progress.</li> </ul>
Maintain call control	<ul style="list-style-type: none"> <li>• Focus on resolution of call reason.</li> <li>• Facilitate call flow.</li> <li>• Handle an abusive or emotional caller in accordance with Call Center procedures. <ul style="list-style-type: none"> <li>○ First: Ask the Client to stop the abusive behavior.</li> <li>○ Second: You have asked the Client to stop abusive behavior and it continues; give the caller an additional opportunity to stop being abusive and warn them that if the behavior does not change, then you cannot continue with the call.</li> <li>○ Third: You have asked the caller to stop the behavior and warned them of the consequences if they continue being abusive; let caller know you are placing call on hold while you contact your supervisor; place the caller on hold and notify your Team Leader. The Team Leader takes the call.</li> </ul> </li> <li>• Escalate calls as appropriate.</li> </ul>
Follow closing procedure	<ul style="list-style-type: none"> <li>• Offer further assistance to the caller (beyond initial reason expressed for call).</li> <li>• Thank the caller for calling the Indiana Family and Social Services Administration.</li> <li>• If the call is transferred, inform the caller to please hold while being transferred.</li> </ul>